

QBT Superintendent Meeting Agenda

DATE: Wednesday December 19, 2018 **TIME:** 13:00

LOCATION: Chief's Boardroom - Queenston Bridge

Meeting called by:	Chief Julie Risk	Type of meeting:	Monthly QBT Supt. Meeting
Facilitator:	Chief Julie Risk		
Noteaker:	Mhairi Gibson		
Please read:	No pre-reading required		

Attendees: Jeff Walters, Chris Nixon, Andrew Lees, Darren Shand, Vic Mandeville, Erika Hamilton, Lorrie Hamilton, Alper Yusufyan, Brett Dickinson, Lisa Amadio, Afif Ahmad

Presenter	Agenda Item	Notes
Director Jeff Walters	• Opening Remarks	<ul style="list-style-type: none"> Specific kudos on enforcement facilities and location are going great. Border wait times have decreased dramatically 3 initiatives: <ul style="list-style-type: none"> o 1st to accommodate Phase 1 completed and will be moving to Phase 2 o E-Gate facilitation at Whirlpool will hopefully have 2 lanes up and running by spring. o Pilot Program - 9 part time stationed at Rainbow beginning Jan. 7, 2019. Sean will be taking over the pilot program. • VP of HR Jacqueline Riga is in the early stages of working with classification renewal of all groups and will be purifying the FB Group moving forward. Doesn't look like there will be any impact to the region as of April 1, 2019.
	• Employee Engagement/Culture	<ul style="list-style-type: none"> Jeff - will be running town hall sessions in the New Year with the main concern being employee engagement and communication with the front line staff.
Chief Julie Risk	• Daily Shift Report	<ul style="list-style-type: none"> We are doing really well lately, keep it up. You can see the SRT synopsis in shift events section.
	• Port Runner Mitigation Policy	<ul style="list-style-type: none"> We are almost at 100% for the shift briefings, great job! Please remember that all Supts must speak to Officers involved in an port running situation to discuss what happened and how this can be avoided in the future. ACTION- Julie will follow up with officers. Victor - Re: Port runner - thinks it is a great idea but dislikes the lights inside the cruiser. Maybe more visible lights on top of the cruiser would be more effective. Wants to promote transparency and visibility. Jeff - Port officer has been working really well, and the financial costs are minimal Alif - only complaint is that many of the bigger guys are having trouble getting in and out since it is so low to the ground. Lisa - there are too small for clients to see where they are supposed to go. We need more prominent lighting by the cruiser and more lighting in the area in general. Alif - more effective communication between officers and clients. Maybe change the language when lessening the tone. They should just for the record. <p>ACTION- Alif to have conversations with officers at shift briefing regarding communication</p> <p>ACTION- Vic to research lighting for consideration.</p>
	• Recourse	<ul style="list-style-type: none"> Chiefs will now be doing a second review of all enforcement actions after closed by the Superintendent Therese will give the Supts to review. Therese will then scan and send it to resource. Supts will get information from BSOs. Andrew - We can still submit supplemental reports even after we receive a recourse request <p>ACTION- Julie will send out email with more detail on the new process - Email sent December 30, 2019 - CLOSED</p>
	• Worklist	<ul style="list-style-type: none"> Just a reminder to keep on top of worklist items, older items go up to the chief level. ACTION- All Supts are responsible to ensuring the items get actioned daily.
	• FRR Validation	<ul style="list-style-type: none"> There are some inconsistencies, so Supts are responsible to ensure leave is taken within the contract. ACTION- All Supts are to ask who the leave is for to ensure it meets the definition of family for FRR leave. BSOs may challenge but it is well within management authority to ask. This will be done with every FRR booking. Daren - \$300 leave is used for annual appointments, 1st initial visit for a new issue, and preventative doctors appointment. Alif - nothing used for anything else. Andrew - Officers don't need to show up for a portion of their shift to be eligible for leave Jeff - if that, needs to be put in writing and sent out <p>ACTION- Andrew will check with LK</p>
Chief Chris Maxon	• Radios/Audits	<ul style="list-style-type: none"> Chris - We were doing well keeping track of radios, but lately we've gone backwards. Open to suggestions on how to prevent radios from going missing. Jules - I (27) had been missing for months so should have been in the previous SIR Alip - Possibly looking at writing people up for not signing out/in radios. It needs to be stronger than just an email. They have been instructed multiple times on the process for radios. <p>ACTION- All Supts need to be consistent with this otherwise it creates confusion. Communicating with each other who has issues signing in and out radios and what you did to deal with it is imperative.</p> <p>ACTION- Spontaneous audits during a shift - Chris - Supts will reference POERS who is on shift with who signed out a radio. If there is an officer on shift with a radio that did not sign one out that day, then there is an issue that must be dealt with immediately.</p>
A/Chief Andrew Felice	• Appeals/K19 Review	<ul style="list-style-type: none"> Chief explained the new processes in relation to recourse and seizure reviews. Chiefs will be reviewing all enforcement actions once closed by the Supts. Appeals are going to be handled slightly differently as well. ACTION- Julie to send out an email to explain the processes in more detail - Email sent Dec 30, 2018 - CLOSED
	• Complaints/Officer Conduct	<ul style="list-style-type: none"> There seems to be an increase in formal complaints. It is suggested that you call the complainant first to discuss their complaint prior to asking for officer reports. As you are adding all issues to your written complaint AND the call this will save you having to go back to the officer again for a subsequent or amended report. ACTION- As a reminder Supts need to add the shift to the written complaint and burn it, contact client and complete the ROC, review all details, complete the CIR and Supts response report, then submit for review from Chief. Ensure all points are addressed in officer responses and that personal opinions are left out. Remember we will not get extensions on contacting the client. As you know supts being active in the operation can help mitigate complaints. <p>ACTION- CLOSED</p>
Supt Ron Vandermolen	• Forfeited Marijuana Seizures	<ul style="list-style-type: none"> Ron inquired via email if Primary reports are still required for declared/forfeited marijuana cases. ACTION- Julie referred this to Programs and they are still required as they may still try and appeal the forfeiture. - CLOSED
Supt Alper Yusufyan	• Hiring BSOs & Supts into New Year	<ul style="list-style-type: none"> Jeff - looking at a cost of 30% Hring across fiscal and this during this process management will follow the collective agreement (CA) Andrew - direction from corporate is when Hring, we have to look at the shift times, and seniority for hiring. We will hire at the same time as the rest of the province Jeff - Challenges/Grievances are acceptable as with the new CA, there is language that has yet to be challenged. Julie - there is no max number of times you can get H'd in a fiscal year and there is no way we can equalize H'DO people throughout the year as due to the collective agreement it is based on seniority for the shift in question. Julie - when Hring Supt's, chiefs look at volume of traffic, number of BSO and Supt's working etc. this practice will continue to be followed at all levels. - CLOSED
	• FRT Collective Agreement	<ul style="list-style-type: none"> Alip said he did not have anything further to add on this once Jeff and the Chiefs spoke to the HOD agenda item.
	• Secondary Office TV	<ul style="list-style-type: none"> Andrew responded via email on this topic and we will not be purchasing this at this time. - CLOSED
	• Supt Coverage Inconsistency	<ul style="list-style-type: none"> Recognize that there is coverage inconsistency, but the restrictions in place are limiting coverage at times. i.e. accommodations, exhausting overtime lists etc. It was brought up that we are running short on Supts - in my days ACTION- Julie suggested that when chiefs make something re: calling in Supt OT due to short staff, the Supt needs to communicate that to them. Sometimes we can miss things. - CLOSED Jeff - make sure to bring forward any ideas/questions/concerns and that way everyone will be on the same page
	• Distribution of Equitable Work	<ul style="list-style-type: none"> Julie - If you have too much assigned, let the chiefs know and we will reassigned items if we can. Some Supts do not know what you are doing just communicate with us and we can look at re-adjusting the workload. Alip - suggest that for AT/IPS Mhairi sends out to officers and assigned Supt with instructions for the Supts to forward to Christmas once all info/info has been received. ACTION- Julie will send an email to all Supts to forward to Christmas. ACTION- All Supts will be assigned to shifts. The check list must continue to be filled out each day and submitted to the Chiefs. There should be no blank areas without a comment as to why it was not completed. Chiefs will be giving it back to the supts who were on shift that day to make comments if missing. This check list has been implemented as per Director Walters.
A/Supt Afif Ahmad	• Tier 2 and 3 EOT Coding	<p>ACTION- Chris will follow up with email to staff</p>
All Attendees	• Round Table	<ul style="list-style-type: none"> Erika - If anyone has suggestions for the Wellness Room send to Erika, and will send out etiquette to Supts via email for suggestions- CLOSED. Feedback was solicited and an email to staff sent and wellness room officially open. Lorne - The QBT Enforcement Team has a start date of Jan. 17, 2019. ACTION- Lorne will work with Brett on time balance and schedule in advance. Erika - can use QBC resources if needed for the team. Brett - will be working with the team when it comes to HOD/Vacation/Overtime - Julie - yes they are their own entity in relation to HOD and Vacation. ACTION- Julie will contact Josh in relation to the overtime call out sequence in relation to FRT. Currently all FRT hours are booked for them. Julie will verify if this should continue or if they should be called in sequence after QBC and WB. ACTION- Julie has reached out to LR on Jan 7, 2019 and awaiting response as of Feb 1, 2019. Brett - Supts can use Therese as a cashier whenever needed and if you have any clerks who book off and you need to replace, replace them. <p>ACTION- Brett is trying to keep accommodated numbers accounted for on all shifts including night shifts to ensure there are enough ITQ's available each day but all Supts should keep an eye on this as well.</p>
Chief Julie Risk	• Closing Remarks	<p>Please feel free to come and discuss with the Chiefs if you have any questions or concerns. Our door is always open. That will save things from building and making people upset. We have a solid team and want to thank all of them for their hard work and dedication this past year. Thank you for all of your efforts this past year.</p> <p>ACTION- From all of us- Have a very Merry Christmas and Happy Holidays to you all!</p>



Queenston Traveller Superintendents' Meeting – Wednesday June 19, 2019

Duration: 09:00 – 10:50

Attendance

Jeff Walters – District Director Niagara Region	Alper Yusufyan - Superintendent
Christopher Moxon – Chief Queenston Traffic	
Brett Dickinson – Acting Chief Queenston Traffic	
Victor Matwijow – Superintendent	
Adriana Pilato – A/ Superintendent	
Renee Sunderland – Administrative Superintendent	Mhairi Gibson - Minutes
Gina Kim – Superintendent	

Issue	Record	Actions
Dir. Jeff Walters Opening Remarks and CBSA Renewal Update on Phase 2 Renewal and DTA Strategy	<p>DTA Strategy – Phase 2</p> <ul style="list-style-type: none"> Have 12 people on permanent accommodation and have had several meetings with CIU to figure out a cohesive strategy to bring DTA back into the fold 12 DTAs will be going to Egate, Trusted Corridor, AIS and EC Individual meetings will begin next week, they will receive their letters, and will be verbally told where they will be placed. CIU has been told that they are welcome to attend the meetings, but it is the employee's choice due to privacy reasons. Decision has been made that DTAs can no longer be at the counter and conduct face-to-face interactions (both permanent and temporary DTAs) We are trying to find a creative way to have them do the same work from behind the scenes because we do still value their knowledge and skill set, but we are limited to what we can do for DTAs right now Phase 3 is around the corner, especially because new DTAs have come up From Windsor – AIS closed effective June 24, 2019 We have been discussing strategies to educate employees about DTA strategy (mental health, reintegration, no discrimination). There will be shift briefings and training sessions on this for all employees DTA salary is protected as long as they hold the FB03 position, and if the job gets reclassified during renewal, their salary/position classification will stay the same. However, for those who become accommodated after reclassification, they will hold the new position classification, whatever that may be. Everyone is encouraged to bring ideas forward if employees are not happy December 2019 – AIS offices in Fort Erie are being consolidated to Queen St. which means it will be a part of our district and we will have 15 BSO positions and 1 Supt. (Great place for DTAs) <p>PHASE 2 RENEWAL</p>	<ul style="list-style-type: none"> - DTA's to get letters shortly - training in coming weeks for DTA re-integration to work (everyone) -



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	<ul style="list-style-type: none"> The SOR frontline will see no large impact over the next fiscal year <p>VASA Review Initiative (SOR & ATL)</p> <ul style="list-style-type: none"> Consultations at RB are going very slowly and are in cooperation with CIU. Jeff has not budged from his numbers, and still maintains that we need more bodies on nights and weekends, with officer safety being the main argument. <p>Miscellaneous</p> <ul style="list-style-type: none"> Agency will do better educating people and employees on our 15 initiatives There has been some movement on acquiring better detection tools; requests have already gone in. 	
Chief Chris Moxon 1. Shift Briefings – 2 daily 2. Supt Direct Reports – List duties 3. Daily Duty Reports – PIL checks, POEMS notes 4. PSPM – Supt work sheets 5. Seizure File Review 6. Flagpoles	<p>1. Shift Briefings</p> <ul style="list-style-type: none"> Need more face to face shift briefings (2/day – morning and afternoon) DICKINSON – 12:00 and 15:00 probably best for staff numbers MOXON – daily briefing sheet may be a good idea? ILO/ELO may be able to put out a sheet (template/sources of information) <p>2. Supt Direct Reports/List Duties</p> <ul style="list-style-type: none"> A/Supts now have exposure to duties and assessments. They will be able to conduct beginning and mid-year assessments with guidance from Supts. MATWIJOW – willing to take on the 2 new OITPs coming July 2 DICKINSON – for assessments, the goals and objectives should pre-populate from last year <p>3. Daily Superintendent Checklist</p> <ul style="list-style-type: none"> Important to put shift notes in POEMS because the A/RDG likes to go in and look for notes Daily checklist and PIL checks are for the integrity of the agency and if there is an issue, be mindful that whichever Supt was on shift/responsible for the checklist will be on the hook for it. These are to protect employees and the agency, so if you do something, make note of it on the sheets. If you are too busy to fill out the checklist, making notes in "shift events" is sufficient as well. <p>4. PSPM – Supt Work Sheets</p> <ul style="list-style-type: none"> This was put to us last year, and its purpose is to go through work objectives. This gets completed and then goes up to Jeff. Want to try this with the Supts (track everything and use as a basis for performance for next year) <p>5. Seizure File Review</p> <ul style="list-style-type: none"> Chiefs are reviewing now and too many errors are getting through. Please pay more attention to narratives and make sure 	<p>1. Follow up for suggestions and/or different times</p> <p>2. Brett to send out finalized list electronically.</p> <p>3. Open to suggestions on how to streamline. Will follow up.</p> <p>4. Brett to send out electronic version with instructions soon</p> <p>5. Try not to use template – will continue to review</p>

	<p>all reports are consistent or there may be issues with Recourse.</p> <p>6. Flagpoles</p> <ul style="list-style-type: none"> • We want to try to remove the whole process from QBT completely • Supts are encouraged to re-evaluate before re-opening to ensure employees are not burning out and we have a balance with enforcement. Supts will receive full support from Director and Chiefs if they choose not to re-open. • WALTERS – appreciate how well all employees are dealing with the amount of work on these days. RB has started to take pictures of how bad the traffic is as proof that security is now compromised due to too many pedestrians. Maybe not a bad idea for QBT? • WALTERS – We will make sure that the health and safety of officers and employees is priority. We have heard nothing from HQ or the RDG but we are pushing hard for more staffing • MOXON – we are much more efficient now with flagpoles which is great, but it is not more enjoyable for officers. • MATWIJOW – maybe possible to switch to half days working immigrations so certain people don't get burned out. We also need to be tighter on the 08:00 start time because there are too many people who come very early (crowded, not fair process, not enough staff that early to be safe) • MOXON – US Customs has expressed concerns with their wait times (143 min processing time just to flip them back to us depending on their COO). <p>7. Miscellaneous</p> <ul style="list-style-type: none"> • MOXON – Peak Period we will have significant vulnerabilities (especially August) and we are not getting a surge from GTA this year • DICKINSON – priority is nights; we are very short. Should take DTAs off nights because they are not able to work the counter anymore. FRT may be able to help? • WALTERS – has told the FRT that they are to help us out when we are short • MOXON – risk management and scheduling tool are all great from the Supts. All we are looking for is to be kept in the loop with how many lines are open and explanations. • MINERVINI, DELA CRUZ, GOBA are all leaving in Phase 2 but their lines won't become available until they leave the bridge. • MOXON – we may be able to create a back room for immigration DTAs to work out of. They can also help to relieve ELO/ILO workload. • KIM – there is a 6 month OITP immigration training so we can 	<p>6. Actively pursue deployments and FRT will cover VIA when needed</p> <ul style="list-style-type: none"> - Jeff to continue trying to remove process from POE - Open to suggestions/ideas to improve situation here in the meantime <p>7. Need to speak to QBC, see if we can send DTAs there</p> <ul style="list-style-type: none"> - will continue to work with DTAs - open to suggestions/ideas
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	<p>use a couple accommodated officers for that.</p> <ul style="list-style-type: none"> DICKINSON – can also do database checks in ready room, assist with seizures, there are multiple options. We only have 2 DTA issues right now: BRYSON does not qualify for firearms and CORMIER only wants to work immigration 	
A/Supt Akif Ahmad (Addressed by B. Dickinson) 1. Retain Overtime Request List – 1 week after OT has been assigned	<ul style="list-style-type: none"> There is an excel sheet used to log this information and it is saved in Apollo. It might be better to have another option that states "if another shift becomes available, would you like to be called?" 	Renee to give permissions to supts next week for access to the Apollo doc.
Round Table	<p>KIM – OIDPs</p> <ul style="list-style-type: none"> July – we have a pilot project interactive training (5 days) working the lines with KIM and MUNDY. This will make them more familiar with forms and more prepared for when they work with their mentors. Some accommodated officers can help with immigration and after 6 months, if they get positive immigration feedback, they will be put in the stream. Next group: JULY 2 – PB, then JULY 9 at QBT to shadow <p>KIM – OSH</p> <ul style="list-style-type: none"> Need to do fire drill Akif will be writing up a proposal for a bus project to reduce fumes on Sundays (too strong for officers in PIL) DSEA supposed to go in tertiary garage but now they want it in an interview room <p>KIM – Accommodated Changes</p> <ul style="list-style-type: none"> Stacia max 30 hours Agnes still wearing shoes, not boots <p>MOXON – Staffing Changes</p> <ul style="list-style-type: none"> Christina Budai is going to Finance July 2 on assignment. Therese will be covering her position and Catherine Vanherzele will be covering Therese's position in Admin office. 	<p>Waiting to hear proposal from Akif re: busses</p> <p>DSEA - Will discuss with OSH today</p> <p>Gina will send out updated Accomm. Email.</p>

Superintendents Meeting June 23, 2020

Date: June 23, 2020 at 10:00am

Meeting Called By: Chief Christine Haggar

Facilitator: Superintendent Brett Dickinson

Notetaker: Darren Letourneau / Therese Schmid

In Attendance: Lisa Amadio, Geoff Murdock, Colin Sexton, Renee Sunderland,

New POEMS

- Geoff mentioned that the New POEMS is not displaying how they would like it to. Will still need some trial and error to find out what needs to be fixed.
- AI is giving error messages when setting parameters to create schedule.
- Each click on the schedule is set at 1 minute and should be 15-30 min.
- Old POEMS is being supported until March 31, 2021 at which time we will have to be comfortable using the New POEMS.
- Superintendents were not able to find a sharing function to share a BSO with another bridge.
- Superintendents can voice any concerns or recommendations about the New POEMS to Superintendent Geoff Murdock.

Red Guns

- Will be returning in July.
- We will require more officers on shift to facilitate this.

IC Training

- Immigration Training will be starting in September 2020.
- QBT requires more experience since losing several officers on assignment to QBC.
- Please collect thoughts from BSO's as to what should be involved.
- Information will be used from BSO Pitman's IC Training.
- BSO's that are deemed suitable for Immigration will be chosen.

Ops Plan

- Will be conducted during July and August 2020.
- A Superintendent will be assigned to each plan and be required to facilitate staffing and days it is conducted. Days of operation will be reported to Chief's and Director.

- Travellers to be targeted at random.
- This will give officers an opportunity to search cars again and get used to wearing PPE equipment and social distancing while performing these duties.
- Social Distancing and how to proceed will be up to the Superintendent.

PSPM

- Superintendents have been instructed to call staff that are on 6990 to go over their goals and objectives as well as complete their yearly assessments.
- Christine sent out a new assessment list. No concerns from Superintendents.
- Superintendent Sexton mentioned that BSO Bertrand wants more meaningful work on accommodation. Superintendent Sexton is recommending him for upcoming Immigration training.

Radios

- Colin Sexton brought up the issue with radios being in the Superintendents office. He mentioned that this is causing too many people to be in the office at once and therefore they are not able to social distance.
- Conversations are constantly being interrupted and can not be done in private with so many people entering the office.
- Brett Dickenson mentioned that there may be enough radios to assign each person their own radio.
- Another option was to have the radios placed on the wall in between the Admin Superintendent and Chief Haggars office.

Arming Room

- Chief Haggars mentioned that people were expressing their concerns about too many officers being in the arming room and once and not being able to social distance themselves.
- OSH Committee may be asked for their recommendations.
- Sign could be placed only allowing 4 occupants since there are 4 disarming stations.

Arming Centre

- Arming certifications will resume in Mid July.
- In the next 2 weeks arming will connect with the Admin Superintendent to schedule BSO's on training.

FRT

- Someone asked if there are any conflicts between BSO's that are scheduled for the FRT team and current BSO's at QB. There may be issues if they aren't able to work together.

Superintendents Meeting November 26, 2020

Date: November 26, 2020 at 1:00 pm

Meeting Called By: Chief Christine Haggar

Facilitator: Superintendent Vic Matwijow

Notetaker: Darren Letourneau

In Attendance: Gina Kim, Alper Yusufyan.

Enforcement Lead for December

- Christine is looking for a volunteer to be Enforcement Lead for December. She will send out an email.

Auditing on Checklist

- We have recently been losing a lot of receipts for the port vehicles.
- Auditing for the port vehicles has been added to the Supt checklist and PIL monitoring has been removed.
- Auditing of the port vehicles binders has been added to make sure usage and gas purchases are recorded correctly and have receipts for them.
- Darren will be collecting the receipts from the books weekly when he checks the port vehicle binders.

Interpreter

- Gina has reached out to finance regarding interpreters and forms.
- A list has been printed off to make it easier to find interpreters from IRCC. There is one for in person and one for over the phone.
- Gina will email out the information.

Superintendents Meeting October 23, 2020

Date: October 23, 2020 at 12:00 pm

Meeting Called By: Chief Christine Haggar

Facilitator: Superintendent Alper Yusufyan

Notetaker: Darren Letourneau

In Attendance: Jeff Walters, Jeff Shedden, Chris Moxon, Akif Ahmad, Lorne Hamilton, Gina Kim, Nicole Lewis, Greg Matthews, Colin Sexton.

Covid Rapid Test

- Jeff Walters mentioned that Calgary Airport is starting a rapid test.
- This would be a PHAC responsibility and doesn't foresee this coming to land borders anytime soon.
- Just an FYI because some travelers may misinterpret social media messages they read.

Collective Agreement

- More disciplinary actions and fact finding has been happening lately even though this is a down time and it isn't busy.
- It is important for management to know what is in the collective agreement.
- Alper and chiefs are available if anyone has any questions.
- Everyone should be on the page and giving the same answers as per the agreement.
- The collective agreement is available online so the link can be bookmarked and it's also possible to print sections you need.
- Labour relations can be called if you have questions but the decision is going to be up the Manager. They will not make the decision.
- If someone calls in and you are not sure, get your facts and let them know you will get back to them. There is no need to make a rush decision. Get back to them after you've searched for the info you require for a decision.
- Some employees may be shopping for the right manager on duty for certain types of leave. Be aware of this and don't feel pressured.

Supt Checklist

- Needs to be completed daily. It does not need to be in POEMS.
- You can always go back and add info or update.
- This is for your own protection, take notes and make sure you are covering yourself.

Privacy & Discretion

- Manager level information has been leaking to the BSO and Clerk levels lately.
- Management info should stay between managers.
- If you aren't sure of the sensitivity of the information then ask another manager or chief.

- It is up to you to make sure no one is nearby when sharing information that is just for management. The Chief's offices are available if you need to discuss with another manager without the risk of someone hearing.
- You will gain employees trust if they know that their information isn't going to be leaked out and only shared at the appropriate level.
- Arming audits should be preformed by 2 Superintendents.

Enforcement Committee

- The Enforcement committee is planning to run 1 project per month.
- This will help everyone get back to basics and used to listening to the radio and working as a team.
- Akif will be running the project for November during his shifts.
- There will be 2 teams that are in 6 hour blocks.
- The schedule for the month has been completed. It includes new and seasoned officers and is mixed up so there are not duplicates working multiple days in row.
- Since it always seems to be the same employees volunteering for committees and projects, it was suggested that random people be chosen that probably wouldn't volunteer to give them the chance to sit in on an Enforcement meeting. This may help them get more motivated to contribute more in the future.
- The searches that are being done are directly helping Intelligence with the Intelligence Influenced Models that they create.

Management will be looking into Intelligence Presentations since they haven't been done at Queenston in quite a while.

- These presentations will show everyone what has resulted from the information they are sharing and how it has benefited directly or indirectly throughout the agency.
- When employees see how their efforts are helping they will be more likely to buy in and put in the effort required to make a difference.
- A lot of employees are saying "I wish I knew why I am doing this!"
- They also like to see the Supt out there with them knowing that they have support if they need it.

Alper mentioned that there was a lot more referrals when he was working at Rainbow.

- For this to change here, expectations need to be set with the operational plan.
- If expectations are not met let them know with a warning and the next time there will be repercussions.
- The culture starts with the management team. If everyone is sticking together, on the same team and consistent the momentum will build and the culture will trickle down to the BSO's.

Management Calendar

- Nicole has created a management calendar in outlook so all the Managers can see what is going on.

Superintendents Meeting September 30, 2020

Date: September 30, 2020 at 1:30pm

Meeting Called By: Chief Christine Haggar

Facilitator: Superintendent Geoff Murdock

Notetaker: Darren Letourneau

In Attendance: Chris Moxon, Akif Ahmad, Michael Nyland, Renee Sunderland, Gina Kim, Alper Yusufyan, Nicole Lewis.

Calling in: Colin Sexton.

Cash Training Initiative

- BSO's will be assigned for cash training to learn from Clerks Horton and Potter.
- Please fill in the spreadsheet to record who has completed training.
- There have been 2 sample B15's created (Mrs. and Mr. B15)

Chief's Covid Call Updates

- There has been no feedback about childcare situation because school is sending a child home. Waiting on guidance. It's still on a case by case basis. The agency has had 64 cases so far.
- There have been PPE issues in Windsor. They have gotten gloves that are a non compliant brand. Check ours to make sure they are compliant.
- Current OIC's are rolling over.
- Masks at work may possibly become mandatory. Masks, if mandated will be medical masks. We would have to have rules as to where people would need to wear them.
- It's better to just have staff wear a medical mask rather than wearing their own design that may be inappropriate or offensive to others.
- Some staff may be medically unable to wear a mask.
- It will be hard to mandate after 7 months of going without masks in the workplace.
- Amateur sports teams are non essential travel.

Immigration Training

- Christine Haggar mentioned that Stayzer will be scheduling people in immigration starting on November 9th, 2020. Training finishes the week of Nov 9th.
- This will help them use their skills that they just learned and allow more experienced immigration staff to mentor those that just completed the training.
- GCMS scenarios will be used for training to help build skills.
- A new immigration training will begin when the current training is complete.
- GCMS needs to be kept up for those on assignment at QBC.

- Marcus Morton (at QBC) is a good reference to use for refugees.

Superintendent Shift Changes

- Permission is not needed to make shift changes among superintendents as long as it is entered into the system.

Transfer of people from Secondary

- For travelers dropping off someone (Grandma), Escort the DTR past currency exchange and back around to return to the US.
- We can't do anything about the Canadians already here. It is their risk coming to the border. Public health may want to talk to them but we can't.
- No exchange is allowed in our secondary area.
- Grandma knows she needs to quarantine wherever she is going and to wear a mask.
- Americans are getting the same thing.

Refocus Job on Supervising BSO's

- There are a lot of new BSO's that are unsure of procedures as well as others that have been here for years and still unsure. Example: A turn around was processed without any questions at primary or an E67 completed.
- OIDP's tend to pair up together. Please reinforce that after shadowing they should be pairing up with a BSO that has experience rather than another OIDP.
- Basic things aren't being completed correctly because many people don't know what they don't know.
- Enforcement actions should be monitored closely by the Superintendent so the BSO's are aware of other options that they may not have been aware of.
- There may need to be stiffer consequences for mistakes and procedures that aren't followed.

EHP's

- EHP's need to be dealt with the same across each of the Management staff so it is consistent.
- If someone needs a day off they should be booking vacation.
- Rainbow is back to a regular schedule.
- Management will have to look at it from a district perspective to see how many people are on EHP at other ports.
- It's up to the discretion of the Supt to grant vacation if someone's EHP is being cancelled.
- Commercial staff has been filling in for many of the nights that traffic has been short.
- Renee has sent Y107's and some BSO's have responded to switch.
- Renee will email the Supts to keep track of who has been Y107'd.
- Supts will continue to email each other as to who has been called for their EHP.

Accommodated Staff Returning

- will have a project starting next week.
- helping with the Immigration training.
- off for the foreseeable future.

- will be armed again.

Trailer for Secondary

- We will be getting a trailer that can accommodate 6 officers. It will be equipped with 4 sit/stand workstations.

OIDP

- OIDP training has had positive reviews about the trainers.
- Feedback mentioned that they would like some COVID related material added to the training.
- Kim and Nyland will be working on a Powerpoint Presentation for the trainers to add to the training.

Daily Schedule

- Yusufyan mentioned that Nyland sent out a good email letting people know that they should be where they are scheduled. It's not ok for people to just pick and choose what they want to do.
- If someone suddenly becomes ill because of the task they are assigned just let them go and fact finding will look into it.
- Keep track of those that say "I don't know how" so they can be scheduled for training later.
- In the future QBT will have everyone trained on the refugee and fingerprint processes.
- Night shift workers will need to be trained sooner than later.
- Christine Haggard will send out the info for items that can be done for refugees before they arrive at the port.

Direct Feedback Form for Immigration

- Will copy sheets back to back so there is a reason field and so the pages don't get misplaced.

Superintendents Meeting July 27, 2020

Date: July 27, 2020 at 12:30pm

Meeting Called By: Chief Christine Haggar

Facilitator: Superintendent Renee Sunderland

Notetaker: Darren Letourneau

In Attendance: Brett Dickinson, Nicole Lewis.

Calling in: Geoff Murdock, Colin Sexton.

Radio Audits

- Have been changed to monthly and can continue this schedule as long as there aren't any going missing.
- Extra radios have been put into storage, 20 are still in service.

PHAC Feedback

- The office for the PHAC Officer should be ready by Monday Aug 3rd.
- There have not been any issues with the PHAC Officer. The only issue that came up is that the officer that is assigned to us does not have the authority to make decisions.
- There have been no issues on the phone when calling in for guidance. has been getting different answers for the same questions.

Enforcement Oversight

- When a car is sent in, it is expected that the Superintendent knows what the BSO's are doing. This has not been the case.
- Superintendent Lewis will be creating a refresher training for Superintendents for different situations. This will help the Superintendents so they are able to guide the BSO's.
- The Superintendents are expected to be engaged and know what is going on with the seizure if they are the Superintendent of record.
- If a lookout is called on the radio the Superintendent should manage it. BSO's will need to be instructed to call the Superintendent if there is a lookout.
- Most night shifts have new BSO's so it is important that the Superintendent is able to guide them.

Seizure Files

- In the past the Superintendents have been responsible for their own Seizure files and following up with them.
- Superintendents would like to go back to this system since that is how they are doing it at Rainbow Bridge and Queenston Commercial.
- There was an issue in the past that the seizure files would get neglected when Superintendents were on leave.
- Chief Haggard has no issue with going back to this system from the past as long as the Superintendents are able to assign another Superintendent to their files when they are on leave.
- The Superintendents in attendance agree to go back to being responsible for their own files and have their own bin/folder.
- This makes it easier for the BSO's to find the file when working on them since they know the Superintendent that was overseeing the enforcement.
- This system will be followed for the next 6 months at which time it will be reassessed.

Time Sheets

- Superintendents would like to be responsible for their own staff's time sheets.
- Superintendent Matwijow is currently working on time sheets from home. When everything is back to normal this can be revisited.

BSO Guidance

- Superintendents find that BSO's are constantly calling down for guidance about entry requirements.
- Some hours there are up to 4 calls which should be immigration referrals.
- Superintendent Sexton feels that they aren't reading their emails so they don't know what procedures to take.
- Superintendent Murdock mentioned that they should just be referred in and the BSO's inside can troubleshoot the situation.
- Chief Haggard would like shift briefings on this subject so these issues can be brought up and any questions can be answered so everyone is clear.
- It was mentioned that the reason for so many calls may be because officers are trying not to send people into the building as was the case when Covid 19 started. BSO's have gotten away from standard procedures since trying to limit contact with travellers.
- Superintendents are asked to write out a message for the briefing and send it to the Enforcement Committee (Superintendents Hamilton and Lewis) so they can conduct the briefing.

Projects

- Projects are being created to get officers more engaged and familiar with procedures they are unsure of.
- In September every BSO will be getting trained on refugee procedures as we will be getting busier and require more staff with this knowledge.
- This may be work that accommodated officers can do from home.

Complaints

- Superintendent Dickinson feels that more people will have complaints about being bullied and not treated fairly because of what they are seeing in the news.
- ICMS Briefing Material for dealing with these situations would be helpful.

Summer Leave Cancelling

- If anyone on 6990 is calling to cancel their summer leave please refer them to Superintendent Sunderland.

BSO Lakis

- Please send any feedback good or bad to Superintendent Lewis.

PROTECTED

QUEENSTON BRIDGE Superintendent Meeting

| MINUTES

Meeting date **11/02/2021** | time **10:00** | Meeting location **Boardroom – QUEENSTON BRIDGE**

Attendees:

Alper Yusufyan
Nicole Lewis,
Gina Kim
Renee Sunderland
Ron Vandermolen
Geoff Murdock
Brendan Fawcett
Victor Matwijow (call in)

Absent:

Lorne Hamilton
Colin Sexton
Lisa Amadio

Introduction / Opening Remarks

Discussion: Bring forward and discuss issues affecting Superintendents, propose solutions and with a goal of creating a more positive workplace.

Agenda topic: Employee Health Protection (EHP)

Discussion: Several questions have been raised surrounding the allocation and purpose of EHP. Inconsistent practices in the Region have negatively impacted the Superintendents.

Action items	Person responsible	Deadline
Draft a letter to the Traffic Chiefs outlining the Superintendents concerns.	All in attendance	Sent Feb 11

Agenda topic: Feeling Overwhelmed

Discussion: COVID 19 has brought significant challenges to the Superintendent group. New directives are frequently established leading to changes being implemented in the workplace, often with a very short turn around. This is in addition to the regular Superintendent duties eg. Overseeing of enforcement activities, mandatory online training,

Port Program Assessments, Performance evaluations, OIDP's, complaint investigations, discipline investigations, Employee/Employer Committees (OSH, Enforcement Committee, NWEEG etc.) Many of the Superintendent group feel overwhelmed by the frequent changes and are struggling to meet their own and management's expectations. Prolonged feelings of this nature are contributing to disengagement and negative feelings when attending the workplace.

In light of the additional pressures the response to the pandemic has placed upon the Superintendent Group, the following suggestions on how to manage expectations have been developed.

Proposed Solutions

- Focus on activities directly related to the current pandemic response ie, stay in the moment.
- Slow down initiatives in order to complete tasks before moving on. Perhaps focusing on two new initiatives a month (one customs, one immigration).
- Monthly discussions on priorities and evaluating of necessary tasks including the Superintendent Daily Checklists.

Agenda topic: Commercial Operations

Discussion: Commercial has benefitted for some time from Traffic Superintendents providing assistance in the form of additional coverage. Recently additional lines were added as a pilot project to increase Commercial Superintendent coverage. The Traffic Superintendents are still being asked to cover night shifts and at times supplement the existing coverage during the day. We do not think it is fair to leave any Superintendent in charge of 2-3 operations for an extended period of time. This past weekend, an A/Supt was left in charge of Whirlpool (19 X 23), Commercial (19 X 07) and Traffic (19 X 07). While the A/Supt is more than capable, it is setting a persons up for failure in the event anything goes wrong.

Proposed Solutions

- Traffic Superintendents cover commercial as a last resort eg OT exhausted, last minute leave call
- Treat Traffic and Commercial Operations as separate entities
- Backfill individual operations so the above mentioned scenario does not reoccur
- Although not ideal, if we are running both operations, it is for no longer than 7 hours ie 00 X 07
- Ideally, not ever be in the position of running both operations, especially on days when it is identified the operation is busy or there is a target/LO expected

Agenda topic: Superintendent Coverage

Discussion: Gaps in Superintendent coverage occur and there is no consistency to when OT is offered. At times we run short when all options have not been exhausted.

Proposed Solutions

- A better understanding of what coverage is expected so the Supt group can flag issues in advance.
- Superintendent Schedules looked at in advance, possibly reviewed by a Superintendent (not the admin) and a plan submitted to the Chiefs for approval in advance.
- Coverage reviewed by Night Supt as part of schedule review and gaps in coverage submitted to the Chiefs.
- Overtime offered in the same manner as BSO's when gaps are identified in advance, via email.
- Normal call out procedures apply for day of call outs.
- Consistent approach by Chiefs in both operations to address coverage needs ie agreed upon minimums

Agenda topic: Communication

Discussion: There are gaps in information being disseminated in a timely fashion to the Superintendent Group. This has lead to some harsher conversations than may have been necessary with BSO's because we are unaware there is a sensitive situation. Or BSO's being sent to other operations causing potential conflicts. In addition accommodation information can be hard to find which leads to frustration and delays when trying to perform basic tasks.

Proposed Solutions

- Regularly Scheduled updates. Weekly or Biweekly briefing/meetings.
- One place for accommodation/restriction information to be stored, possiblty a folder in Apollo. This way relevant info can be accessed by all and can be updated without need of sending an email everytime something changes. Does not need to include details of why, just what the restrictions are or if a sensitive situation exists.

Agenda topic: Chief's overturning Supt Decision

Discussion: Although this is not a widespread issue, it seems to occur more due to a lack of communication. A Superintendent makes a decision which is then over turned when a BSO speaks to a Chief or involves their union. Some BSO's skip speaking to a Superintendent and go directly to a Chief. Superintendent should be allowed the opportunity to resolve the situation at the lowest level of mgmt. possible. This weakens the image of the Superintendent group and undermines their credibility and authority.

Proposed Solutions

- Ensure Supt group is aware of sensitive situations etc so they have all the information necessary to make informed decisions to reduce likelihood of a decision being overturned.
- Back Superintendent decisions whenever possible
- Debrief when decisions are overturned so it becomes a learning experience
- When a BSO asks a Chief for answers, should ask if the BSO has spoken to a Superintendent first if it is appropriate.
- Involve the union (if not already occurring) and OSH committee in decision making for new initiatives/procedures in order to reduce the resistance and pushback from the BSO's resulting in less decisions being walked back or overturned.

Agenda topic: Inconsistencies dealing with male and female superintendents

Discussion: There have been situations where female Superintendents have expressed feelings, thoughts or emotions and the Management response has been to ask if they are ok and to offer EAP. The same situation by a male counterpart is not handled in the same manner. Female Supts feel their mental health is being questioned and that the thoughts/feelings are not taken seriously as they are overshadowed by mental health concerns. The male Superintendents are not being offered the same level of concern or resources when they bring similar issues forward. It is recognized that this is not likely done on purpose and that there is genuine concern being expressed by the manager, however, we would like to bring it to your attention that there is a disparity in treatment of the sexes when it comes to these types of issues.

Proposed Solutions

- Treat genders the same in emotional/sensitive situations. Anger/frustration is an emotional response and should be treated the same as any other emotion or concern expressed
- A male or female expressing an emotion should not automatically call into question the mental health of the person. An employee should feel able to have discussion and/or difficult conversations with a manager without feeling their mental health is under review
- Self-reflect on if the response of the manager is influenced by the gender of the person they are dealing with

Agenda topic: Superintendent Group Feels Isolated

Discussion: We feel we are not part of the management team and are isolated between BSO's and the Chief/Director groups. There are several initiatives geared towards keeping the BSO's motivated and engaged. Superintendents are expected to be a part of these groups and carry out initiatives to make the workplace better and more cohesive, but a divide exists between the management ranks. It is recognized that there has been an increase in communication, however there is more work to be done in this area.

The District has two groups of Superintendents that do not interact which leads to inconsistencies in the district.

Proposed Solutions

- More in person time with the Chiefs and Director
- Brief "team meetings" or informal meetings to facilitate better communication between Chiefs and Superintendents
- District Superintendent meetings quarterly for the substantive Superintendent group to collaborate, share best practices and ideas to improve consistency within the district.

We thank the Chiefs for empowering the Superintendents and allowing us the time to meet and openly discuss issues affecting the Superintendent group. Our goal is to move forward improving the lines of communication and working relationships between the Superintendent and Chiefs and achieve a productive, harmonious workplace.

We recognize that change takes time and that you have commitments, pressures and deadlines of your own. We do not expect immediate resolutions, however we look forward to discussing the above issues and working towards collaborative solutions.

We hope you are agreeable to discuss the above at the next Superintendents Meeting to be scheduled by Gina Kim.

Superintendent Meeting- May 11, 2020 1330

In attendance: Matwijow, Sexton, Dickinson, Sunderland, Lewis, Murdock

1. Thank you for attending. Last Sup meeting was January. Monthly meetings to resume, by teleconference until we can resume face to face
2. COVID: cases getting challenging- most people are borderline, not straightforward anymore.
 - Any issues with QO/getting ahold of one? No everyone have been great. Always seems to be same person. Asked about having a PHAC resource on site- would that be a benefit? How do you see that working? I explained that it would not replace us acting as screening Officers. Great idea. It would be nice to have the QO talk directly to the client rather than us relaying information. Ensure PHAC knows we are 24/7 and that they intend to offer their service 24/7. When we start lifting restrictions, need someone outside of 8-16. Typically our challenging cases are between 15-1600 to 00, not a lot between 22 and 00. I ask that Sups pay attention to the timing of our cases and let me know if they see consistencies. Recommended that we may want more than one Officer if the border re-opens
 - Today there were multiple calls from NJ and NY asking if we are opening on May 15- we know it has been extended to May 21
 - Summer traffic consists a lot of Shaw, wine tours, Niagara on the Lake (which is still shut down), not much cottage traffic.
 - Supt. Sexton brought up the new TRIPC email- I had not read it. He will brief out on anything we need to know. For refs, we will govern ourselves accordingly given we get so few.
 - Truck exams: increase being implemented. We need to assign Traffic staff to work with a Commercial Officer to complete truck exams. Need to ensure Comm Ops Sup is briefed about the changes. Commercial Officers need to be briefed as the times we have offered to help they have not been warmly received. Suggest an email outlining expectations so the Sups can collaborate.
 - I asked how car exams are being completed: full PPE? Officers have gloves and masks available, no one has used a Tyvec suit yet. Need to engage OHS, Programs to see what is happening as we will see an increase in referrals soon
 - I was asked if we have face shields: yes available if an employee wants one
 - Caution that opening the border slightly will still increase our workload significantly as many people will believe they meet the requirements even though they don't and they will have to be addressed—QO on site would be valuable then
 - I asked for suggestions to consider for when we plan to reopen:
 - a) Suggested some type of passport scanner prePIL for clients to scan their own ID
 - b) Is there a way to engage NFBC to stage car traffic on the US side and only release so many onto the Bridge at a time to avoid us getting overcrowded?
 - c) Limit the number of people in the building- change how we administer flagpoling- suggest collecting the documents from the person in secondary and bringing them inside, calling them on their cell phones in the car to complete the interview and only have them come in to pay after sanitizing and donning a mask at the Bus doors.
 - d) Collect D&T outside? Do the handhelds have TEPS? Could we complete the B15s outside? Get portable debit machines? Is the APP for collecting D&T ready yet?

- e) Buses- need better way to process. I ask Supt Lewis to take the lead talking with people to develop new SOPs. Supts encouraged to talk to people and send feedback to her
- 3. PSPM update: Supt has BSOs with talent management plans, Supt has 2, and one that will be going on an action plan, Supt has 2 talent management....I will follow up with the other Sups to report to Director.
 - Was asked if Director assessing I will follow up
- 4. I asked Sups to get their summer leave in by May 15 please
- 5. I asked about the 14x02 shift- it is meant to be seasonal (May long weekend to Labour Day weekend) and changes to 12x00 in the winter. Sups identify a difficulty running Commercial after 1830 during the summer on weekends (there is no commercial sup from 1830-0630 the next day) and they find this challenging.
- 6. I ask about an Admin day. It is a shift each month where you don't work the floor and you do admin things like have performance conversations with direct reports, do online training, do PSPM, schedule your cash audit or arming audit, follow up on any outstanding admin work you have. Sups in attendance like the idea. To follow up with other Sups for potential implementation in June.

Thank you everyone for participating.

Superintendents Meeting July 27, 2020

Date: August 26, 2020 at 13:00

Meeting Called By: Chief Christine Haggar

Facilitator: Superintendent Nicole Lewis

Notetaker: Nicole Lewis

Guest Speaker: Carrie Macfie (call in)

In Attendance: Chris Moxon, Christine Haggar, Nicole Lewis, Colin Sexton, Alper Yusufyan, Lorne Hamilton, Renee Sunderland.

Calling in: Lisa Amadio

Difficult Conversations During Covid – Carrie Macfie

- Carrie Macfie offered her support and resources to Managers and Officers during this difficult time.
- It has been identified that there are more difficult conversations surrounding being called back from EHP and performance issues because there is a feeling that as long as officers are attending the workplace, they should be left alone because they are not “taking advantage” of 6990. ie I’m here, why are you picking on me”
- There is a great deal of resentment towards employees that are currently not in the work place which has been aggravated by the personal social media posts of some who are currently on leave.
- Some Managers find these conversations easier because they are grounded and rely on Agency narrative without getting emotionally involved in the conversation.
- It was identified that there are risks to the agency if the return to work conversations are not controlled/managed
 - o Emotions/feelings may be pushed underground which can lead to backbiting, rumour and gossip.
- Carrie advised the following when engaging in conversations:
 - o Address issues as they happen.
 - o Address our own emotions and understand personal triggers.
 - o Keep emotional intelligence in mind.
 - o Be self aware of triggers. It is difficult to manage the situation if you don’t acknowledge your own emotions.
 - o Acknowledge where the other person is coming from. This does not mean agreeing with them, but acknowledging that they have thoughts and opinions about the situation.
 - o Be curious about where the other persons emotions are coming from. Ask questions.

- You have options when dealing with an emotional reaction:
 - 1) you can tell a person what to do, or
 - 2) you can ask questions, listen and try to understand where the person is coming from and try to work through their resistance to avoid their emotions going underground.
 - Method two is more time/energy consuming initially but should have a better overall outcome.
- People have two basic needs in these situations: Security and Self Determination. Providing information increases a persons feeling of security. Being flexible and obtaining buy-in helps increase a feeling of self-determination.
- Carrie and her team are available for coaching sessions, strategy development for difficult conversations as well as conflict management. Currently all sessions are taking place remotely (not face to face).

Anticipated Return to school issues - 6990

- Superintendents cannot authorize any of the 6990 leave.
- All requests will be referred to a Chief.
- In the event a chief is not available, acknowledge the employees absence and notify the chief of the request.

Immigration Training

- Will begin September 28
- Confirmed trainers are Gwendolyn Dela Cruz and Lisa Russel. Additional trainers will be added at a later date.
- Officers will be trained 2 at a time. In class and 30 shifts of mentoring at the IC (will mirror mentors schedule)
- GCMS refresher training will also begin
- Refugee Unit shadowing will begin September 14th.
- Call letter will be sent out looking for Immigration mentors with specific criteria to be considered
- Once the new program is under way, Superintendents will change the way IC coverage is scheduled daily. Revert to old way of assignments by ILO.
- When operationally feasible, the IC person will not work PIL between midnight and 7am.

Return to the Range

- Fill out COVID declaration prior to arrival, to be submitted to trainer in parking lot, prior to setting foot on the range.
- Wait in vehicle until a Trainer attends the parking lot.
- Safety briefing including new COVID procedures occurs before entering range.

- Purell at entrance to range, proceed to your loading station (shooting lane).
- No longer shared loading stations.
- Each loading station has a face shield, goggles, individual anti fog wipe, purell.
- Masks are available
- Wear whatever PPE to shoot in that makes you comfortable, (in addition to what is required – Eyes, Ears etc.)
- Wear gloves when picking up brass at the end of the session.
- Trainers maintain distance unless an emergent situation occurs.
- Reduced number of participants and trainers – 4 shooters, 2 LO's and 1 RO the day I went.
- Morning and Afternoon Sessions for AQ.
- New course of fire takes significantly less time to complete.

EHP issues

- Some officers are aware of EHP prior to being officially notified.
- This has lead to entitlement issues and difficult conversations that would not otherwise occur.
- Needs to be consistent in the Superintendents office when giving information. The EHP notification process was changed for a reason and needs to be adhered to by all.

Marine Teams

- Have been extended until end of October, will be reevaluated closer to that time.

Y107's – Night Coverage

- Will continue for night coverage.
- Be cognizant when addressing leave requests/calls that additional scrutiny may be in order.

DTA's

- Return to work for DTA's are in the planning stages.

Superintendent Schedule

- Superintendent's Hamilton and Yusufyan are looking to modify the existing schedule. Possible modifications include 2 blocks of nights as opposed to the current 3, and shorted nights shifts.
- Management is open to changes.